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ABSTRACT

This program was designed to provide basic training for institutional researchers and administrative personnel from small and intermediate colleges in the development and implementation of effective information systems. Three purposes were identified: to assist participants in (1) understanding the basic concepts underlying management information systems; (2) becoming familiar with modern planning techniques and good data collection procedures; and (3) developing feasible storage and retrieval systems for their home institutions. The program included three and one-half days of instruction at the University of Georgia and on-site visits to the participants' institutions, where conferences were held with administrators concerning progress toward the development of an information system. (Author/CS)

BHE
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Final Report
for the
Education Professions Development Act
Special Training Program

ED 067994

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EDUCATION & WELFARE
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MANAGEMENT INFORMATION SYSTEMS FOR DEVELOPING COLLEGES

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HE003 419

Institute of Higher Education
University of Georgia
Athens, Georgia 30601
August 16, 1971

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INTRODUCTION

The following report is the final report for the EPDA Short-Term Institute "Training Program in Management Information Systems for Personnel of Developing Colleges, Project No. 70-2731. This project was funded under the authority of the Education Professions Development Act of 1967 and was awarded grant NIH #51-3454.

Although this project was originally scheduled to be completed by the end of FY 1970 (June 30, 1971), it was extended to September 30, 1971. The additional time authorized by the Division of College Support, U. S. Office of Education, provided an opportunity to continue follow-up conferences with the participating colleges and to link the 1969 program on institutional research and the 1970 program on management information systems more closely with the 1971 EPDA "Training Program in Management Information and Long-Range Planning."

The director and assistant director of the project wish to express their sincere gratitude to the project participants and to the staff of the Institute of Higher Education for their assistance in the planning and development of the program, and to the Center for Management Systems Design and Analysis for their invaluable assistance both in the planning and the conduct of the total program. Also, the project staff wishes to thank the Division of College Support for their continued confidence and support of the project and for their interest in the development of better and more efficient administrative practices in small colleges.

I. DIRECTOR'S REPORT

DIRECTOR'S EVALUATION REPORT

I. Basic Information

A. Institute of Higher Education
University of Georgia
Athens, Georgia 30601

B. "Management Information Systems for Developing Colleges"
Special Project #70-2731
NIH Grant #51-5154

C. Dr. John G. Bolin, Project Director
Institute of Higher Education
310 Candler Hall
University of Georgia
Athens, Georgia 30601
Telephone: Area Code 404/542-3464

Special assistance in planning and conducting the training program was provided by the Center for Management Systems Design and Analysis of the University of Georgia and the Southern Regional Education Board, Atlanta.

D. Beginning date of the project: July 1, 1970
Termination date: September 30, 1971
(The termination date was an extension from July 1, 1971 to September 30, 1971).

II. Program Focus

Caught between the increased demands of accountability by society, academic commitments to students, and financial strains, administrators for developing institutions in higher learning desperately need effective information for decision-making. For some developing colleges the immediate demands for accurate, meaningful information is of top priority, and whether the administration obtains the information may determine whether or not they will open next year. For others, solid information is essential if they are to come into their own as mature colleges with destinctive attributes and qualities.

Therefore, systems for deriving information of administrative quality are essential to accountability, curriculum and finances. These same propositions hold for large, on-going colleges and universities, but the prospects of having trained personnel and the financial wherewithal to implement MIS are greater, if for no other reason than the institutions size. Therefore, it was intended that the overall purpose of this project was to provide a basic training program for institutional researchers and administrative personnel from small and intermediate colleges in the development and implementation of effective information systems.

The specific objectives and program were formulated to implement the generation of accurate information for administrative decision-making in the developing schools included in the program. The three primary objects for this training program were:

- to assist participants in understanding the basic concepts underlying management information systems.
- to assist participants in becoming familiar with modern planning techniques and good data collection procedures.
- to assist participants in developing feasible storage and retrieval systems for their home institutions.

Although the most prominent part of this program was devoted to strengthening the participant's knowledge and familiarization with the management information concept, there was also an effort to develop a positive attitude in both the participants and their administrators toward the development

and use of a well-grounded information system. To achieve these ends, the program was organized into two major phases. The first phase was centered around a three and a half day instructional program at the University of Georgia. The second phase involved on-site visits to the participants, where and when practicable, to confer with the participants and their administrators about the progress they had made, if any, toward the design and implementation of an information system.

The physical accomodations for the instructional phase of the program were made through the Georgia Center for Continuing Education.

III. Program Operation

A. Participants. The training program was made available to twenty participants. The participants were selected on the basis of the following criteria:

- completion of at least a master's degree or its equivalent with some practical experience in data manipulation.
- willingness of the institution to send involved administrative or research personnel to participate in the special project and to eventually establish some type of meaningful information system.
- evidence of individual and institutional commitment to improved, empirically based decision-making procedures.

In all, 23 applicants were accepted of which 20 participated in the project, representing eight different states across

the Atlantic seaboard and the Southeastern region, and 18 different institutions. An additional participant was involved in the second phase of the project by special request, although he did not participate in the formal instruction at the University of Georgia.

In terms of the participants qualifications as measured by highest earned degree, two held the bachelor's degree, eleven held the master's degree, and seven held the doctorate. All participatns had at least one year of experience in higher education. In every case, the participants were involved with the administration of their institutions.

B. Staff. The impact of the instructional staff on the program and its effectiveness was variable. The full-time faculty gave about 60% of the formal instruction with the remainder being provided by special lecturers and consultants. One major lecture was offered by a specialist not associated with the University; four other presentations were made by professional staff in the University, but not associated with the Institute of Higher Education. The impact of the staff on the program was further developed by the visits with the participants at their own institutions to determine their progress toward the goals of the program.

C. Activities. Considering the quality of the presentations, the responses by the participants to the questionnaire, and

the distribution of two independent publications by the Institute, it is felt that to a variable degree, all the purposes and objectives of the program were accomplished. Specifically, the achievements of the objectives were as follows:

- Participants were presented with the basic concepts underlying management information systems. This was carried out through the lectures, distribution of literature at the meetings, group discussions, and reinforced by a newsletter and a monograph.

- the participants were familiarized with modern planning techniques and good data selection procedure. The lectures and group discussions as well as problem-solving techniques were employed to aid in accomplishing this purpose. Follow-up visits on-campus allowed for further discussion of individual problems.

- The final objective dealt with the development of storage and retrieval systems. Limited success was obtained in this area only for certain schools which had the necessary manpower and hardware for the job.

1. No techniques or equipment new to the field of management or administration were employed for this project. However, for certain of the participants, this was the first exposure to specific techniques by experts, permitting the participants to question the experts about their specialities.

2. The project officially began July 1, 1970 and was scheduled to continue until June 30, 1971. It was extended to September 30, 1971 in order to complete the on-site visits to the participant's institutions.

3. The distribution of staff time and participant time was

very effective in terms of the formal instructional phase of the project. The classroom experiences were concentrated into one session of three and one half days. The on-site consultations were very effective in most instances, but lacked any real impact at four of the smaller institutions.

D. This project was evaluated on at least three bases: (1) the evaluations of the participants; (2) the expressed and/or demonstrated interest of the administrators in the project; and (3) the committment of the administrators to the development of a functional information system.

1. The evaluations immediately following the instructional phase of the project were highly favorable to the project. The final evaluations were also quite good, but there were some criticism that the on-site visits were not as effective as had been anticipated.
2. In nearly every instance, a meeting was held during the on-campus visit with the chief executive of the institution.
3. Along with the implied purpose indicated above, these presidents and deans acknowledged the need for more and better information to assist them in their decision-making tasks and verbally committed their personnel on a long-term continuing basis to the assignment.

The long-term evaluation of this project will be achieved through continued contact between the Institute of Higher Education and the participating institutions. Follow-up inquiries will be accomplished with these institutions on an individual basis.

IV. Conclusions

The most significant outcome of this project was that it introduced the use of management (or administrative) information as a tool of sound college administration in small colleges. Another secondary outcome was the strengthening of the development and use of institutional research. Finally, an underlying impact which this special project had, concerned the fact that the University of Georgia provides a regional resource which institutions of higher education throughout the South may call upon for assistance and to which they may look for leadership.

In summary, the purpose of this program was to orient personnel at small colleges to the concept of management information systems, and to encourage administrative support for the development and use of such systems. It is believed that this purpose has been achieved and that the project did, in fact, have a positive impact on the administration and decision-making processes in these colleges.

MANAGEMENT INFORMATION SYSTEMS

EVALUATIONS

To help the MIS project staff plan more effectively and improve the quality of the program we are requesting that you complete the following evaluation form. Please feel free to add your own comments on the back of this page.

1. Were the pre-conference arrangements satisfactory? Yes 16 No ____
2. Were the physical facilities of the Georgia Center for Continuing Education satisfactory? Yes 16 No ____
3. Did you understand the objectives of the program? Yes 16 No ____
   Were the objectives clearly stated? Yes 16 No ____
4. Did the program overall achieve the stated objectives? Yes 16 No ____
5. Please rate each of the presentations according to the following rating scale:

   1. very helpful
   2. helpful
   3. could be helpful but needs improvement
   4. not helpful for this program

PRESENTATIONS

1.5 Objectives of the Program

1.2 Introduction to MIS

1.8 MIS in Higher Education

1.8 WICHE slide presentation on MIS

1.8 Long-Range Planning

2.2 MIS for Intra-Institutional Reporting

2.6 Electronic/non-Electronic storage devices

2.3 Data Manipulation

1.8 Uses of Management Information

1.7 PERT

2.1 PERT Simulated Models

1.6 PPBS

1.9 PPBS Simulated Models

2.1 Planning Models

6. General Comments and Suggestions: See attached sheet

Institute of Higher Education
University of Georgia

ADDITIONAL REQUESTED INFORMATION FOR
EPDA TRAINING PROGRAM ON
MANAGEMENT INFORMATION SYSTEMS

1. How are student and faculty records stored at your institution? (Please check where applicable)

A. File Folders only X

B. File Folders & Edge-Punch Cards (Royal McBee System) _____

1. Edge-Punch Cards (Royal McBee System) _____
2. "IBM" Cards (key punched) X
3. Data Tapes _____
4. Other (Please specify) _____

2. What type of electric or electronic data processing equipment, if any, is presently installed or planned for your institution? (Please check where applicable)

A. None X

B. Unit Record Equipment

1. Card Punch _____
2. Card Verifier _____
3. Reproducing Punch _____
4. Card Sorter _____
5. Card Collator _____
6. Accounting Machine X

C. Computing Equipment
Type of Computer
CONTRACTED

3. Please state succinctly your institution's committment to omproved empirically based decision-making procedures (e.g., attempts to retrieve useful data for long range planning, validation of admissions criteria, etc.) and its desire and potential for the eventual establishment of some type of meaningful information system.

The College has a Vice President for Institutional Research and one of the nine goals of the college is to "place in operation a research, planning and management information system to assure effective and economic administration"

APPENDIX E

DEPARTMENT OF HEALTH, EDUCATION, ANS
OFFICE OF EDUCATION
WASHINGTON, D.C. 20202

FARE

FORM APPROVED
BUDGET BUREAU NO. 51-R0675

ENROLLMENT REPORT
TITLE V-E, EDUCATION PROFESSIONS DEVELOPMENT ACT (P.L. 90-35)

INSTRUCTIONS: Prepare two (2) copies of this report. Send the original to: and retain one copy for your records. The report should be mailed immediately after the initiation of the training program.

Personnel Development Branch
Division of College Support
Bureau of Higher Education
U. S. Office of Education
Washington, D. C. 20202

NAME AND ADDRESS OF INSTITUTION (INCLUDE ZIP CODE)	GRANT NUMBER
University of Georgia Athens, Georgia 30601	NIH-Grant No. 51-5154

1	APPROXIMATE NUMBER OF INQUIRIES RECEIVED	30
2	APPROXIMATE NUMBER OF APPLICATION FORMS SENT	30
3	NUMBER OF COMPLETED APPLICATIONS RECEIVED	23
4	NUMBER OF APPLICANTS WHO WERE WELL QUALIFIED FOR THE PROGRAM	23
5	NUMBER OF APPLICANTS WHO WERE OFFERED ADMISSION	23
6	NUMBER OF APPLICANTS WHO ENROLLED	20
7	NUMBER OF PARTICIPANTS BUDGETED IN PLAN OF OPERATION	20
8	TOTAL NUMBER OF DEPENDENTS OF THOSE PERSONS ENROLLED	NA

Enrollment Report (continued)

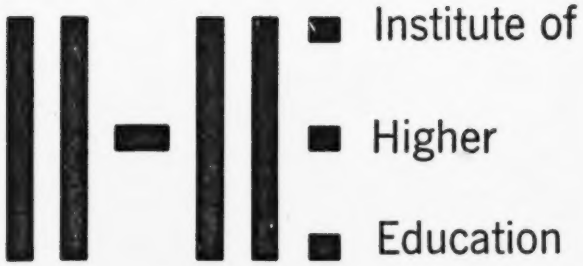
DIRECTOR (SIGNATURE)	(TYPED NAME AND TITLE)	DATE
John G. Bolin	John G. Bolin, Associate Director Institute of Higher Education MIS Special Project Director	November 11, 1970

PARTICIPANTS IN THE EPDA (MIS) PROJECT
Institute of Higher Education
October 19-22, 1970
Georgia Center for Continuing Education

NAME	INSTITUTION	STATE
Thurman J. Andrews, Jr.	Elizabeth City State University	Elizabeth City, N. C.
Robert Bourdene	Mississippi College	Clinton, Miss.
~~Joseph P. Bray~~	~~Gordon Military College~~	~~Barnesville, Ga.~~
Walter Brown	Piedmont University Center	Winston-Salem, N. C.
~~Webster C. Cash~~	~~Fisk University~~	~~Nashville, Tenn.~~
Lee Davis	Georgia State University	Atlanta, Ga.
William M. DeLoach	Caldwell Community College and Technical Institute	Lenoir, N. C.
Norman W. Duncan	Brunswick Junior College	Brunswick, Ga.
James A. Durham	Okaloosa-Walton Junior College	Niceville, Fla.
Philip J. Hornung	Xavier University of Louisiana	New Orleans, La.
James Henderson	Gordon Military College	Barnesville, Ga.
John W. Hyden	Baptist College at Charleston	Charleston, S. C.
Robert E. Knott	Mars Hill College	Mars Hill, N. C.
Robert J. McKenzie	South Georgia College	Douglas, Ga.
Tommie L. Mitchell	Savannah State College	Savannah, Ga.
Michael J. Mullen	North Virginia Community College	Annandale, Va.
Jay H. Ostwalt	Davidson College	Davidson, N. C.
Harold R. Pullen	Norman College	Norman Park, Ga.
Vernon G. Rivers	College of Charleston	Charleston, S. C.
~~Jr Dale Sherman~~	~~Abraham Baldwin Agricultural College~~	~~Tifton, Ga.~~
Ted E. Smith	Mississippi College	Clinton, Miss.
Edward I. Stevens	Florida Presbyterian College	St. Petersburg, Fla.
LIN E. TISDEL	UNIVERSITY OF GEORGIA	ATHENS, GA.

APPENDIX F

MANAGEMENT INFORMATION SYSTEMS FOR DEVELOPING COLLEGES



University of Georgia

As college administration becomes increasingly complex, administrators are faced with a multitude of management problems. Improved planning and coordination are required to maintain a smooth operation and a continuous growth pattern. In response to these complicating problems many administrators are seeking better information on which to base their decisions and solutions. To obtain such information, an organized system of collecting and assimilating data is needed—that is, a management information system.

While most larger universities have already organized functional information systems, many smaller colleges are just beginning to recognize the need for an information system. Yet, the need for accurate, up-to-date information is as great for the smaller institutions. A conference on Management Information Systems for Developing Colleges was held at the University of Georgia Center for Continuing Education, October 19-22, 1970. Personnel from small colleges were introduced to the basic concepts underlying management information systems and were encouraged to develop such systems at their home institutions.

Speakers at the conference included experts in management information systems design and the uses of management information for institutional planning and decision-making. The speakers were: John W. Hamblen, Director for Computer Sciences, Southern Regional Education Board; Fred H. Wise, Director of the Center for Management Systems, University of Georgia; Edward P. Morris, Information Systems Specialist, and Thomas A. Cook, Field Representative, both from the Center for Management Systems; S. Larry Roush, Associate Professor of Management, College of Business Administration, University of Georgia; John G. Bolin, Associate Director of the Institute of Higher Education, University of Georgia, and Director of the Project; and Gary C. Stock, Assistant Professor of Higher Education, University of Georgia and Assistant Director of the Project. The conference, sponsored by the Institute of Higher Education, was supported by the U. S. Office of Education through funds granted under Part V-E of the Education Professions Development Act of 1967.

Dr. Roush introduced the concept of management information systems by covering briefly their modern historical development. Management systems today are primarily a result of the military missile development programs of the post World War II period. With the success of the military, this approach began to be adopted and employed in business and industry.

Before developing a management system, the administrator must have a basic notion of MIS as a rationally planned means whereby managers receive and transmit information. The manager must have an awareness of the difference between "data" and "information." Data are facts in isolation; information is data which are organized in a meaningful manner. MIS, therefore, is the organizing of information into a pattern which will allow decisions to be made and plans to be set. Roush cautioned, however, that managers must realize the system does not make decisions; managers make decisions. MIS is a means to provide decision-makers with alternatives on which they may base decisions.

Focusing on the development of management information in higher education, Dr. Stock discussed the increasing need for MIS. More than ever before, it is necessary for higher education to show efficient management, justify budget requests, and state objectives which can be measured with concrete data. MIS is a sound, systematic way tasks can be accomplished.

Several areas were indicated in which the results of an effective, well-organized system of management information could be readily used. In his outline, Dr. Stock identified broad categories which included institutional and administrative organization, faculty and instruction, space utilization, student studies and perception of the college environment.

The effects of management information on administrative planning was the theme of Dr. Bolin's presentation. The call for better planning has never been louder. Yesterday's methods are simply inadequate for today's operations; traditional concepts of an institution of higher education can no longer guide the administration and faculty in planning new programs.

Some of the elements of sound planning were discussed. For example, who should be involved in the planning effort, and to what extent? Establishing lines of communication is still another major problem. An outline for the plan should provide some logical se-

quence of events for the institution to use as a guide for the future. Those institutions which have thought ahead about the direction in which they wish to move will be better prepared to offer a quality program.

Included in the program was a presentation on electronic and non-electronic storage devices by Mr. Cook. Slides and illustrations were shown which presented the capacities and the capabilities of the different hardware used in storing and/or processing the data collected. Cook emphasized that institutions should analyze their needs carefully before investing to make sure that they will be able to use effectively the equipment purchased.

Transformation of administrative data to management information was the central theme of Dr. Hamblen's presentation. The role of management in higher education is most commonly understood to be that of creating and maintaining an environment for learning. Therefore, administrators must be well informed and apply good management techniques to administration. An efficient educational information system is a "must." Management information should be comprised of concise summaries, analyses, charts, etc. from data gathered from all of the institution's operational units.

The creation of an effective management information system is dependent on the ability of planners and systems analysts to present alternate courses of action. The way management chooses to use these services can affect policy, for the objectives of management are reflected in the kind of information systems implemented. Good management information can provide for increased efficiency for improved programs.

Two functional planning techniques were discussed by Dr. Stock and Mr. Morris. The concept of the Program Evaluation and Review Technique (PERT), Stock pointed out, helps the planner identify all of the activities which are integral parts of an operation and places them in sequential order. The use of PERT allows the planner to lay out the plan explicitly.

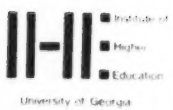
Planning, Programming and Budgeting was discussed by Mr. Morris. PPB, a management tool, objective or goal oriented, can be used in determining the optimum pattern for the allocation of the institution's resources. The initial step is determining purposes. Once this is completed, the administration may begin to collect and analyze data, identify alternative courses of action, and project budgets in multi-year modules.

The use of planning models in colleges and universities was discussed by Mr. Wise. Since the resources of higher education are scarce it is necessary to use them efficiently, and the use of simulation models is one approach to improved efficiency in decision-making. The simulation model is an abstraction of the real world. Models allow equations which duplicate what happens in reality. This simulation of reality shows needed modifications in the real system.

Models are designed to test decisions, to obtain a more accurate statement of real conditions, and to avoid costly financial mistakes. A big difficulty is assigning values to certain activities, but values are a necessity for modeling. Management must decide on activities and values which will, in turn, produce answers for the specific questions to be answered by the model.

The MIS conference was the beginning of a year-long project in which the staff of the Institute will work with conference participants in an effort to develop better information systems. Drs. Bolin and Stock will work closely with each participant, providing further advisement and consultation related specifically to institutional needs and resources.

JB & GS/November, 1970



SEE ENCLOSED ENVELOPE LABELED APPENDIX G

APPENDIX G

Appendix A

The following materials were furnished to participants:

1) Bolin, John G. Institutional Long-Range Planning, Institute of Higher Education, University of Georgia, 1969.

2) Cook, Desmond L. Program Evaluation and Review Technique, U. S. Department of Education and Welfare, Cooperative Research Monograph No. 17, 1966.

3) Durham, James A. "Characteristics of First-Time-In-College Freshmen Enrolled at Okaloosa-Walton Junior College," September, 1970.

4) Hewitt, Raymond G. "On Developing a List of Institutions Comparable to the University of Massachusetts, Phase II: The Institutional Data Card." Office of Institutional Studies, University of Massachusetts, February, 1968.

5) Morris, Edward P., Jr. Do-It-Yourself Critical Path Method, TIPS Report No. 69-1, Center for Management Systems, University of Georgia, August, 1969.

6) Parden, Robert J., Editor. An Introduction to Program Planning, Budgeting and Evaluation for Colleges and Universities, Office of Institutional Planning, University of Santa Clara, July, 1970.

7) PERT and CPM: Workshop Material, Burroughs Corporation.

8) Ripley, Kathryn Jane. "PERT as a Management Tool for Educators," Educational Research Management Center, Ohio State University, April, 1968.

9) "Southeastern College," simulated problem for PPBS.

10) Stock, Gary C. Student Ratings of Teacher Effectiveness: An Item Pool, Institute of Higher Education, University of Georgia, 1970.

11) Stock, Gary C. "Questionnaire Construction."

APPENDIX H

November 10, 1970

To: Personnel Development Branch
Division of College Support
Bureau of Higher Education
U. S. Office of Education
Washington, D. C. 20202

From: Director of EPDA Special Project #70-2731, NIH Grant #51-5154
"Management Information Systems for Developing Colleges"

Subject: Fall Quarter Interim Report

1) The University of Georgia, "Management Information Systems for Developing Colleges" Special Project, Dr. John Bolin, Director, Dr. Gary Stock, Assistant Director

2) On October 19-22, 1970, a workshop was held at the University of Georgia in the Georgia Center for Continuing Education. Participants heard presentations on the concepts of management information systems and their implications for higher education. The importance of long-range planning in the development and utilization of MIS was stressed. Both inter-institutional and extra-institutional information needs were presented in relation to MIS, and the uses of management information were pointed out. Data manipulation and electronic and non-electronic storage devices were discussed. Simulated problems allowed participants to use information gained about PERT and PPBS through lectures and publications. (see Appendix A) They were also introduced to uses of planning models such as CAMPUS for their institutions. There was a great variety in needs and resources, such as computers, on the campuses of participants. Plans for visits to individual campuses by the project staff to help in the improvement of the information system and in the utilization of information gained from the workshop were initiated and are being confirmed. Twenty people from 19 colleges attended the workshop. (see enrollment report) It was necessary to reschedule conference facilities.

3) Special assistance in planning and conducting the program was provided by the Center for Management Systems and the Southern Regional Education Board. A special problem encountered during the workshop was the diversity in backgrounds, educational preparation and experience. This problem was minimized by the interest and enthusiasm of each participant.

4) The enclosed program and other materials pertaining to MIS were distributed prior to or during the workshop.

5) Staff members for the conference were as follows:

Type funds paid by	Name	% of time
Federal and local	Dr. John Bolin, director	20%
Federal and local	Dr. Gary Stock, assistant director	20%
Local	Mrs. Alicia M. Hobbs, project assistant	25% EFT
Federal and local	Dr. John Hamblen	3%
Local	Mr. Fred Wise	5%
Local	Mr. Ed Morris	7%
Local	Dr. Larry Roush	2%
Local	Mr. Tom Cook	3%

John G. Bolin
Associate Director and
Project Director

J. W. Fanning
Vice President for Services
Contract Officer

File Copy

THE UNIVERSITY OF GEORGIA
ATHENS, GEORGIA 30601

INSTITUTE OF HIGHER EDUCATION
THIRD FLOOR, CANDLER HALL

AREA CODE 404
TELEPHONE 542 3464

January 29, 1971

To: Personnel Development Branch
Division of College Support
Bureau of Higher Education
U. S. Office of Education
Washington, D. C. 20202

From: Director of EPDA Special Project #70-2731, NIH Grant #51-5154
"Management Information Systems for Developing Colleges"

Subject: Winter Quarter Interim Report

1) The University of Georgia, "Management Information Systems for Developing Colleges" Special Project, Dr. John Bolin, Director, Dr. Gary Stock, Assistant Director.

2) Individual visits have been made to Florida Presbyterian, Piedmont University Center, University of Georgia, Savannah State and Georgia State. Two conferences have been held with the participant from Fisk University. Plans for visiting the remainder of the participants are being made. Letters have been sent to each participating institution requesting dates upon which the project instructional staff may meet with the participant and institutional administrators. On these visits the development of management information at the institution will be discussed and assistance in the development of such programs will be offered. Because the participant from Piedmont University Center is not directly affiliated with any one institution, he is developing an institutional research project related to the use of management information.

3) No new problems have developed since the November interim report.

4) A newsletter summarizing the October conference was published and sent to over 250 institutions across the nation. A monograph is currently being edited from the proceedings of the October conference.

5) The following people were utilized in the project during the quarter:

Type Funds Paid By	Name	% of time
Federal and Local	Dr. John G. Bolin, project director	15%
Federal and Local	Dr. Gary Stock, assistant project director	15%

Type Funds Paid By	Name	% of time
Local	Mr. Fred Wise, CMS	3%
Local	Mr. Ed Morris, CMS	2%
Local	Mrs. Alicia Hobbs, project assistant	25%
Federal	Mrs. Darlene Wright, project secretary	50%

John G. Bolin
Associate Director and
Project Director

J. W. Fanning
Vice President for Services
Contract Officer

THE UNIVERSITY OF GEORGIA
ATHENS, GEORGIA 30601

INSTITUTE OF HIGHER EDUCATION
THIRD FLOOR, CANDLER HALL

AREA CODE 404
TELEPHONE 542-3464

April 21, 1971

To: Personnel Development Branch
Division of College Support
Bureau of Higher Education
U. S. Office of Education
Washington, D. C. 20202

From: Director of EPDA Special Project #70-2731, NIH Grant #51-5154
"Management Information Systems for Developing Colleges"

Subject: Spring Quarter Interim Report

1) The University of Georgia, "Management Information Systems for Developing Colleges" Special Project, Dr. John Bolin, Director, Dr. Gary Stock, Assistant Director.

2) Individual visits have been made to Piedmont University Center, University of Georgia, Savannah State, Georgia State, Elizabeth City State, Fisk University, North Virginia Community College, Baptist College, College of Charleston and Davidson College. Plans for visiting the remainder of the participants have been made.

3) No new problems have developed since the January interim report.

4) The editing of the October conference proceedings is almost complete, and the monograph will go to the printer soon. A proposal for an actual computer based management information system is being developed by the Institute of Higher Education, the Center for Management Systems, and Florida Presbyterian College.

5) The following people were utilized in the project during the quarter:

Type Funds Paid By	Name	% of time
Federal and Local	Dr. John G. Bolin, Project Director	15%
Federal and Local	Dr. Gary Stock, Assistant Project Director	15%

Type Funds Paid By	Name	% of time
Local	Mr. Fred Wise, CMS	3%
Local	Mr. Ed Morris, CMS	2%
Local	Mrs. Alicia Hobbs, Project Assistant	25%
Federal	Mrs. Darlene Wright, Project Secretary	50%

John G. Bolin
Associate Director, IHE and
Project Director

J. W. Fanning
Vice President for Services
Contract Officer

JGB/JWF/dw

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July 1, 1971

To: Personnel Development Branch
Division of College Support
Bureau of Higher Education
U. S. Office of Education
Washington, D. C. 20202

From: Director of EPDA Special Project #70-2731, NIH Grant #51-5154
"Management Information Systems for Developing Colleges"

Subject: Summer Quarter Interim Report (for Spring Quarter)

1) The University of Georgia, "Management Information Systems for Developing Colleges" Special Project, Dr. John Bolin, Director, Dr. Gary Stock, Assistant Director.

2) Individual visits were made during the Spring Quarter to Mississippi College, Brunswick Jr. College, Davidson, Savannah State College, and Xavier University of Louisiana.

3) Individual trips have been scheduled for visiting South Georgia, Caldwell Community College, Gordon Military College, Okaloosa-Walton Jr. College, and Mars Hill. (Norman College ceased operations this Spring.)

4) Additional trips were made to the Southern Regional Education Board, Columbus College, and Auburn University to discuss this EPDA project and its effects on the participating colleges. The EPDA project on training junior college faculty which is being conducted at Auburn University was also discussed. A third trip sponsored by the Institute of Higher Education was made to the Western Interstate Commission for Higher Education in Denver by Dr. Stock.

5) Dr. Paul Carnell, Assistant Director of the Division on College Support, made an on-site visit of one day, April 16, 1971.

6) The monograph on Management Information Systems, developed from the October conference is ready for distribution.

7) A final evaluation for the project has been developed and mailed to the representatives of the participating institutions.

8) Planning for the development of a new project on Management Information Systems and Long-Range Planning, a project designed to interlock with the current MIS project, has been initiated.

9) The following people were utilized in the project during the quarter:

Type Funds Paid By	Name and Position	% of Time
Federal and Local	Dr. John G. Bolin, Project Director	15%
Federal and Local	Dr. Gary Stock, Asst. Project Director	15%
Local	Mr. Fred Wise, C.M.S.	3%
Local	Mr. Ed Morris, C.M.S.	2%
Local	Mrs. Alicia M. Hobbs, Project Assistant	25%
Federal	Mrs. Darlene Wright, Project Secretary	50%

John G. Bolin
Associate Director, IHE
and Project Director

J. W. Fanning
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